

THE EFFECT OF TQM, LEADERSHIP, AND
INNOVATION ON ORGANIZATIONAL
PERFORMANCE OF DUBAI POLICE:
THE MEDIATING ROLE OF
ORGANIZATIONAL
CULTURE

MUNEER DHAIF ALLAH SAEED ESHAQ

SULTAN IDRIS EDUCATION UNIVERSITY

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ORGANIZATIONAL PERFORMANCE OF DUBAI POLICE:
THE MEDIATING ROLE OF ORGANIZATIONAL
CULTURE

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SULTAN IDRIS EDUCATION UNIVERSITY

2022



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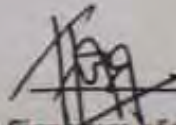
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ABSTRACT

This study aimed to investigate the direct impact of total quality management (TQM), leadership, innovation, and organizational culture on the organizational performance of the Dubai police, and the mediating role of organizational culture. A quantitative research approach was employed. Data were collected using questionnaires from a sample of 314 Dubai Police officers, which were selected using the cluster random sampling technique. The preliminary analysis and descriptive statistics were run using SPSS version 25 while hypotheses were tested using the structural equation modelling via Smart PLS version 3. For the direct path analysis, the findings revealed a direct relationship between TQM and organizational performance ($\beta=0.662$, $t=11.583$, $p<0.05$), innovation and organizational performance ($\beta=0.109$, $t=2.374$, $p<0.05$), TQM and organizational culture ($\beta=0.490$, $t=9.115$, $p<0.05$), innovation and organizational culture ($\beta=0.347$, $t=6.080$, $p<0.05$), and organizational culture and organizational performance ($\beta=0.131$, $t=2.022$, $p<0.05$). Leadership, on the other hand, does not impact organizational performance ($\beta=0.036$, $t=1.114$, $p>0.05$). The findings also indicated that organizational culture significantly mediates the relationship between TQM and organizational performance ($\beta=0.064$, $t=1.975$, $p<0.05$), as well as the relationship between innovation and organizational performance ($\beta=-0.045$, $t=2.012$, $p<0.05$). The findings also revealed organizational culture as an insignificant mediator in the relationship between leadership and organizational performance ($\beta=-0.001$, $t=0.131$, $p>0.05$). In conclusion, TQM and innovation play a significant role to boost organizational culture and organizational performance, and organizational culture could mediate the effect of TQM and innovation on organizational performance. In implication, the findings provide useful guidance for managers, field practitioners, and decision-makers to design programs to strengthen their organisations' performance, particularly by highlighting the significant roles of TQM, innovation, and organizational culture, as well as presenting an enhanced model to be adopted by public or private organizations in the UAE, particularly the Dubai police departments.



KESAN TQM, KEPIMPINAN DAN INOVASI TERHADAP PRESTASI ORGANISASI POLIS DUBAI: PERANAN PENGANTARA BUDAYA ORGANISASI

ABSTRAK

Kajian ini bertujuan untuk mengkaji kesan langsung pengurusan kualiti menyeluruh (TQM), kepimpinan, inovasi, dan budaya organisasi terhadap prestasi organisasi polis Dubai, dan peranan pengantara budaya organisasi. Pendekatan penyelidikan kuantitatif telah digunakan. Data dikumpul menggunakan soal selidik daripada sampel seramai 314 orang pegawai Polis Dubai, yang dipilih menggunakan teknik pensampelan rawak berkelompok. Analisis awal dan statistik deskriptif dijalankan menggunakan SPSS versi 25, manakala hipotesis diuji menggunakan pemodelan persamaan struktural melalui Smart PLS versi 3. Bagi analisis laluan langsung, dapatan menunjukkan hubungan langsung antara TQM dan prestasi organisasi ($\beta=0.662$, $t=11.583$, $p<0.05$), inovasi dan prestasi organisasi ($\beta=0.109$, $t=2.374$, $p<0.05$), TQM dan budaya organisasi ($\beta=0.490$, $t=9.115$, $p<0.05$), inovasi dan budaya organisasi ($\beta=0.347$, $t=6.080$, $p<0.05$), serta budaya organisasi dan prestasi organisasi ($\beta=0.131$, $t=2.022$, $p<0.05$). Kepimpinan pula tidak memberi kesan kepada prestasi organisasi ($\beta=0.036$, $t=1.114$, $p>0.05$). Dapatan juga menunjukkan bahawa budaya organisasi secara signifikan menjadi pengantara dalam hubungan antara TQM dan prestasi organisasi ($\beta=0.064$, $t=1.975$, $p<0.05$), dan antara inovasi dan prestasi organisasi ($\beta=-0.045$, $t=2.012$, $p<0.05$). Dapatan turut mendedahkan budaya organisasi sebagai pengantara yang tidak signifikan dalam hubungan antara kepimpinan dan prestasi organisasi ($\beta=-0.001$, $t=0.131$, $p>0.05$). Kesimpulannya, TQM dan inovasi memainkan peranan penting untuk meningkatkan budaya organisasi dan prestasi organisasi, dan budaya organisasi menjadi pengantara dalam pengaruh TQM dan inovasi terhadap prestasi organisasi. Implikasinya, dapatan ini memberikan panduan berguna kepada pengurus, pengamal lapangan dan pembuat keputusan untuk mereka bentuk program bagi mengukuhkan prestasi organisasi mereka, terutamanya dengan menonjolkan peranan penting TQM, inovasi dan budaya organisasi, serta membentangkan model yang dipertingkatkan untuk diguna pakai oleh organisasi awam atau swasta di UAE, khususnya jabatan polis Dubai.

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LIST OF ABBREVIATIONS

BSC	Balance Score Card
DGEP	Dubai Government Excellence Program
DP	Dubai Police
DPF	Dubai Police Force
GCC	Gulf Cooperation Council
GDP	Gross Domestic Product
GPS	Global Positioning System
HRM	Human Resource Management
INNOV	Innovation
LDS	Leadership
MOI	Ministry of Interior
NPM	New Public Management
OC	Organizational Culture
OP	Organizational Performance
RBV	Resource-Based View
TQM	Total Quality Management
UAE	United Arab Emirates



LIST OF APPENDICES

- 1 Dubai Police Overview
- 2 Questionnaire in English
- 3 Questionnaire In Arabic



CHAPTER 1

INTRODUCTION

This chapter sets out the research of the study. It describes the context of the research, illustrates the motivation and addresses both managerial and theoretical issues. In addition, this chapter addresses the research questions and research objectives (RO) in the context of the problem and the theoretical gaps found. The significance of the research was outlined in the chapter and the scope of the study was carefully stated.

1.2 Background of the Study

In the past three decades, the United Arab Emirates (UAE) has experienced significant socio-historical changes, resulting in substantial economic development (Choi,



Khajavy, Raddawi, & Giles, 2019; Jones, 2019). As a result, the UAE has transformed its economy from one based on agriculture to the third largest in the Middle East and the world. It is also the third-largest gross domestic product (GDP) per capita (Al-mulali & Che Sab, 2018). Upon that, the government of the UAE launched Vision 2021, which proposes that the United Arab Emirates becomes one of the best nations in the world (vision2021.ae, 2018). Through this vision, the UAE government is seeking to “create and maintain a sustainable and diversified economy, flexible in adopting new economic models, and capitalizing on global economic partnerships to guarantee long-term prosperity for current and future generations of Emiratis” (Government.ae, 2019).

To fulfil this, the UAE government has mandated all government entities to come up with prolific strategies that would enhance better public service delivery as well as safe and secured environment capable of attracting more foreign investors and encourage entrepreneurs to establish their business in the country, reflecting positively on the economy (Bishr, 2019). Consequently, upon that, public sectors are now confronted with pressures to improve services to the community. Hence, efficiency and effectiveness have become imperative in the process and in a bid to enhance public sector performance (Matusiak, King & Maguire, 2017). Nevertheless, mature UAE public sector is reasonably performing better and thus ranked among the best in the Middle East (WEF, 2015).

The public sector in the UAE is known to be more matured, developed, and diverse compared with those in the Arab regions and the Middle East (Al- Ahabbi, Singh, Gaur, & Balasubramanian, 2017; Anadol, Youssef, & Thiruvattal, 2015). Furthermore, the Ministry of Interior (MOI) has been found as one of the best





performing public sector authorities in the United Arab Emirates (MOI, 2019; SKGEP, 2018). The ministry of interior comprises seven police entities: Dubai Police, Sharjah Police, Abu Dhabi Police, Umm Al Quwain Police, Fujairah Police, Ajman Police, and Ras Al Khaimah Police (Alhosani et al., 2020). Specifically, the scope of the current study is organizational performance (OP) in the area of the security sector of UAE with a special interest in Dubai Police (DP). Dubai is considered because scant attention has been paid to government security agencies in terms of organizational performance. Studies have stated that Total Quality Management (TQM), leadership and innovation have been studied and utilized mainly in private sector organizations.

In contrast, its usage in public sector organizations is still relatively low and at a preliminary phase. Hence, there is a need to examine further the concept in the public sector organizations, specifically in the security agencies charged with the responsibility of safeguarding the lives and properties of the community. The DP is one of the local police and government authorities accountable for the enforcement of the law at the territory of the Emirate of Dubai, as well as implementing the Dubai government policy by improving defense, securing lives and properties of the citizens and responsible for confronting various threats that can hinder the progress of the country (Alosani & Yusoff, 2018). The DP is within the authority of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, The Vice President and Prime Minister of the United Arab Emirates and Ruler of Dubai. It was founded on the 1st of June 1956, in Naif Fort. In 1973, it relocated to its current site in Al Tower area with a small number of employees by the local government of Dubai. Now, Dubai Police Force (DPF) is a large organization with more than 24,000 employees (EFQM, 2018; Chu, 2017; Busanad, 2016; Abdulla, Djebarni&Mellahi, 2011).





Moreover, DPF is notable for diligent operation measures in carrying out their functions, duties, and powers, among other police in UAE. More often than not, it blazes the trail in applying technologies to carry out its operations. For instance, DP was the foremost department in the region that implemented the “Total Quality Department” which emphasizes and improves quality among all the DP departments and stations. It was also the earliest Arab police to conduct a criminal investigation through DNA testing; use fingerprinting; established a human rights department; apply the concept of "Clean Desk Policy"; implement a paperless department; and use GPS (Global Positioning System) (Chu & Abdulla, 2014). Additionally, the recent tracking and arrest of Nigerian internet fraudsters- Huspuppi and his gang is evidence of the adequate performance of police DPF (Dubai Police Force, 2020).



in the region of Gulf Cooperation Council (GCC) (Elnaghi, Alshawi, Kamal, Weerakkody, & Irani, 2018), and its performance has witnessed a remarkable improvement, this performance is still not satisfactory when compared to its performance in the previous years and the future plans of the government. In the Dubai Government Excellence Program (DGEP), the Dubai Police achieved a modest performance achievement, which is considered a drop compared to previous years (DGEP, 2018); which was maintained the first place over the past years outperforming all other authorities in the Emirate of Dubai (see Figure 1.1).





Figure 1.1. Number of Organizational Excellence Awards. Source: DGEP, 2018.

Furthermore, based on the external evaluation of (DGEP), the DP level has retreated, which is considered a decrease compared to previous years (DP, 2018); (see Figure 1.2). From the above figure, it can be deduced that the Dubai Police has been performing excellently and receiving recognition from the government for their performance. Still, there has been a decline in the recognition as it is shown in the above figure that for the past three (3) years, the DP has not been given an award of recognition from the DPEG for their organizational performance. This shows that there is a missing link in the organisation's performance in recent years according to the above information as against the previous years. Briefly, the present study pursued to bridge the vacuum in the previous literature and practice by examining the association regarding TQM, leadership, innovation, and organizational performance in the Dubai Police through the mediating effect of organizational culture (OC).

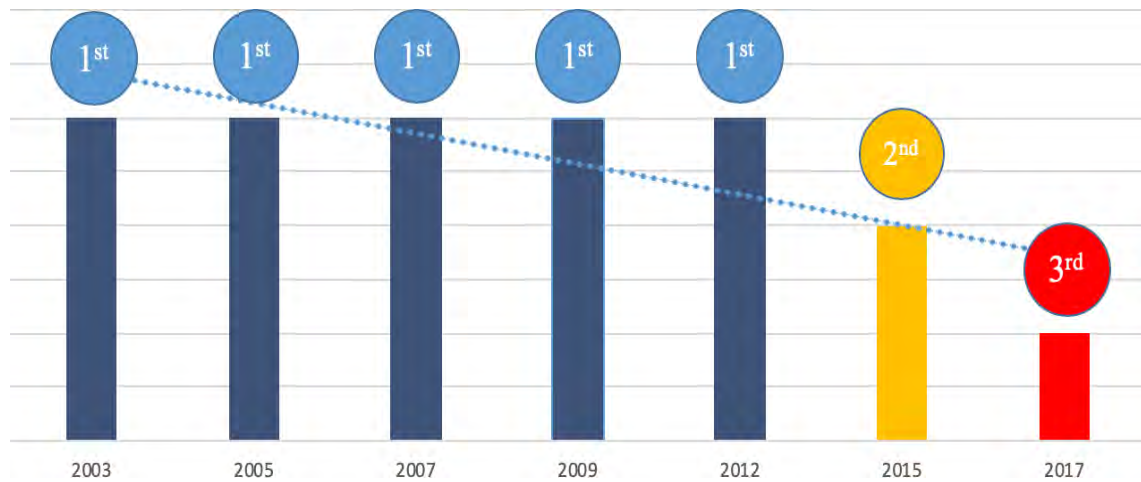


Figure 1.2. The degree of external evaluation of Dubai police. Source: DGEP, 2018.

Previous researchers (e.g., Jimoh, Oyewobi, Isa & Waziri, 2019; Mihail, 2019; Shafiq, Lasrado & Hafeez, 2019; Iqbal & Asrar-ul-Haq, 2017; Al-Dhaafri, Al-Swidi & Yusoff, 2016) have mentioned that TQM enhances organization's system quality through improvement in productivity and profitability. TQM also performs a key function in enhancing the effectiveness and efficiency of an organisation (Madanat & Khasawneh, 2017; Mehralian et al., 2016; Patyal & Maddulety, 2015). Specifically, the general objective of TQM is to integrate quality and integrity into all levels of organizational system. In addition, leadership is among the key elements or drivers for improving firm performance (Manzoor et al., 2019; Mutahar et al., 2015; Zehir et al., 2012). Leadership constitutes a major strong means by which organizations gained a sustainable competitive edge in the market (Avolio et al., 1999). Through effective leadership, organizations are able to maximize efficiency and achieve their goals and objectives (Rowe, 2001). Thus, an organisation's leadership style goes a long way in maximizing organizational strategies and effectiveness.



Consequently, there has been a considerable deal of interest among practitioners and academics on innovation and organizational performance (Bertot, Cochran, & Robertson, 2018; Akbari & Monzavi, 2015; Kasraei, Shami, Nazeri & Zadsaleh, 2015; Walker, 2014; Keohane, 2013; Osborne & Brown 2011). Innovation has been observed as a critical technique to enhance the ability to solve organizational issues and improve service qualities (Alfin, Fuad, Nur, Yuanita, & Prahani, 2019; Damanpour & Schneider, 2008). Therefore, innovation is perceived to be one of the main predictors of organizational performance (Likar, Kopa & Fatur, 2014; Migdadi, 2019; Yen, 2013). Organizational culture, on the other hand, is considered to be critical to organizational performance (Ahmed & Shafiq, 2014; Shahzad, Luqman, Khan & Shabbir, 2012). This is so because it affects employees' feelings, thinking, and performance and is thus seen as the mechanism behind the organizational effectiveness of intensely diverse organizations (Alvesson, 2012). Furthermore, according to Wong et al. (2011), culture is a significant social attribute that affects organization, team, and individual attitude. That is why Haijan (1992) submits that organizational culture occurs within the surrounding area in which the organization operates.

The ability of an organization to innovate has a substantial impact on its overall performance: For instance, it enables businesses to maintain their competitive advantage (Huang, Wu, Lu & Lin, 2016). A company's capacity to separate itself from competitors, whether through lower prices or higher customer value, is referred to as competitive advantage (Stonehouse & Snowden, 2007). This permits the firm's earnings to rise despite competition (Singh, 2008). Besides, globalization has increased the importance of innovation due to the entry of international competitors (Kaplinsky, 1998). Because consumers now have a wider selection of options, businesses are





putting a greater focus on innovative tactics (Gorodnichenko, Svejnar & Terrell, 2010). Furthermore, innovative firms have been said to be more adaptable and flexible than non-innovative firms (Naranjo-Valencia, Sanz Valle, & JiménezJiménez, 2010). The emergence of the COVID-19 pandemic has also heightened the need for innovation. Consumer behaviour has shifted substantially, with fewer impulse purchases, increased use of the internet and social media, and hoarding (Donthu & Gustafsson, 2020). Those companies that have managed to stay afloat have had to change or create new product offerings to meet shifting consumer demands (Seetharaman, 2020). This allows a company to preserve its competitive advantage and, as a result, provide the best possibility for revenue growth (Baker & Sinkula, 2002). Firms that have been unable to adapt have experienced major revenue losses or liquidation, resulting in increased unemployment.



More so, culture has been noted to be primarily impactful in a vibrant and diverse environment and reinforced through socialization (Bulach, Lunenburg & Potter, 2012; Schein, 2004; Lytle et al., 1995). As such, Dubai, a culturally rich city with a diverse population, is a veritable ground to conduct such a study. Besides, organizational culture has been found to be a driver of TQM (Idrees, 2018; Saadi, 2017; Al-Bourini, Al-Abdallah & Abou-Moghli, 2013). Furthermore, it is also considered a predictor of innovation (Buccieri et al., 2020; Wolf, 2020; Sefatian, 2016; Barbosa, 2014), and leadership also influences organizational culture (Elzahra, 2018; Pradhan, 2017; Carter, 2016; Block, 2003). Against these backdrops, the present study aims at investigating the role of organizational culture as mediating factor in enhancing the effects of TQM, leadership, and innovation on the organizational performance of DP. But, more importantly, little or no attention has been directed towards the underlying



function of organizational culture in enhancing TQM, leadership, innovation, and organizational performance relationship in the United Arab Emirate context.

1.3 Problem Statement

As a result of a turbulent and competitive business environment, organizations experience several hurdles as a consequence of pressure from competitors, growing consumer demands, and expectations to enhance the standard of services and products (Johari, Shamsudin, Yean, Yahya, & Adnan, 2019; Azzemou & Nouredine, 2018; Epstein & Yuthas, 2017; Narasimhan, Narayanan, & Srinivasan, 2010; Lawson, Cousins, Handfield, & Petersen, 2009). Similarly, in the public sector, organizations and governments are confronted with a growing pressure to offer services that are in line with the demands of the citizens (Finkler, Smith, & Calabrese, 2019; García-Navarro, Ramírez, & Ruíz-Ortega, 2019; Arnaboldi, Lapsley, & Steccolini, 2015; Johari et al., 2019; Moran, 2016).

The quality level of the Dubai Police personnel is not up to that of other developed nations, which makes the crime level such as rape, burglary, robbery, drugs, and theft increase in the previous two years. As a result, the outcome is against the UAE/Dubai vision 2030, which is to make the UAE one of the best nations in the world. As such, security of lives and property is rated high when measuring the performance of nation. In addition, one of the critical success determinants of an organisation is the quality level of services offered by such organization. Though, the DPF is working hard daily to make sure that the criminal level of the communities is reduced to the barest

minimum. Nevertheless, there is a need for proper quality management implementation to enhance Dubai police performance. The Dubai Statistics Centre (2017) showed that the Dubai Police did not achieve its targets in the past three years.

Figure 1.3 illustrates the high level of crimes, which requires improvement in its performance to meet the government goal of crime-free and sustainable communities. Hence, there is still a need for DP to improve upon its current performance to further strengthen the safety and security of lives and properties in Dubai environs and beyond.

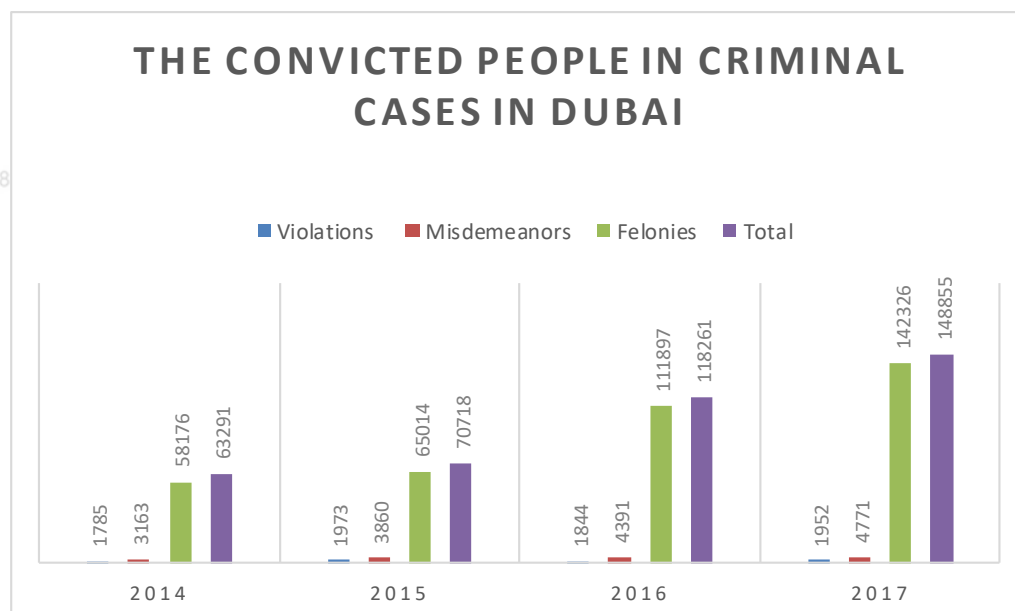


Figure 1.3. Number of criminal cases Source: Statistical Yearbook, 2017

In addition, the rate of serious accidents in Dubai has risen significantly since 2016, indicating that the performance of DP is still not satisfactory compared to the governments' future plans and the performance in the previous years. DP (2018) showed that the Dubai Police did not achieve its targets in the past years. Figure 1.4

indicates the high level of serious accidents, which requires improvement in its performance to meet the government goals.

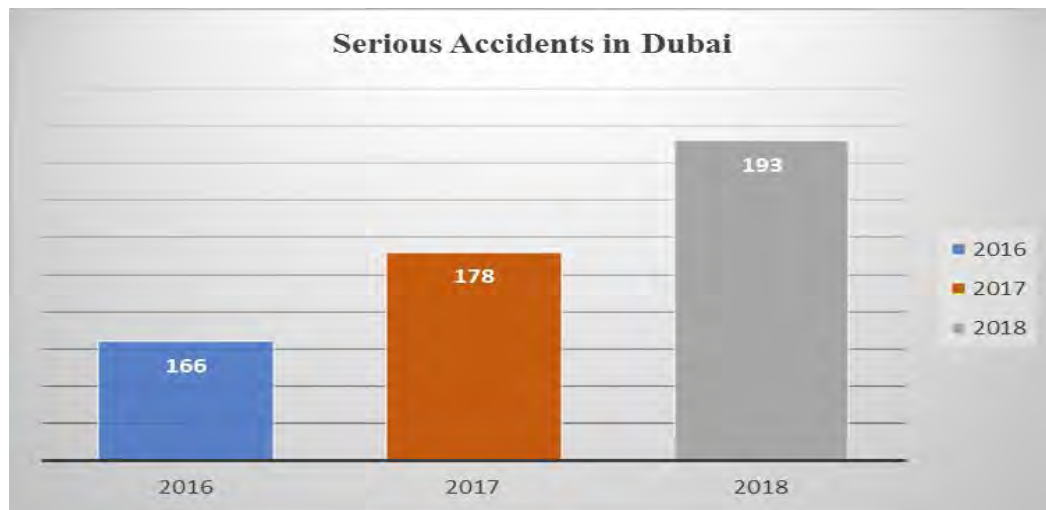


Figure 1.4. Number of Serious Accidents. Source: Dubai Pulse, 2018.

Public organizations, comprising police departments, are required to provide services that meet the needs and interests of people and businesses. In the context of Dubai, police agencies play a prominent role considering their effort towards stabilizing peace and protecting lives and property. However, the quality of performance of DP has been criticized (Alosani, Yusoff & Al-Dhaafri, 2019) due to inadequate organized and ineffective serious developmental plans (Fakhari, Din & Romle, 2021; Al-Dhaafiri et al., 2016). This has resulted in inefficiency and ineffectiveness, which is reflected negatively in the quality of services delivered, resulting in decreased stakeholder satisfaction (Alosani, et al., 2021). The poor performance of these organizations has had an impact on many parties, with long-term consequences for the economy's development and growth (Porumbescu, Neshkova, & Huntoon, 2019).



Furthermore, the performance of public sector organizations appears not to reach the level attained by private organizations (Bourmistrov, Grossi, & Haldma, 2019; De Waal, 2010; Greener, 2019; Van Dooren, Bouckaert, & Halligan, 2015). The reason for the low performance of public organizations is the lack of adopting and implementing effective tools and techniques to help them improve performance. Besides, public organizations are widely known as a complex setting for study and executing new initiatives (Arnaboldi et al., 2015). It has been labelled as a field of deep-rooted uncertainty (Lapsley & Skærbæk, 2012) due to managerial culture and various political impacts (Arnaboldi et al., 2015). The service quality in government organisations and police agencies, in particular, is a central concern (Allen & Sawhney, 2015) because of the link of these services to the lives and properties of the community (Doss et al., 2017).



In addition, police agencies, as a part of public sector organisations aim to boost the rule of law, achieve public safety and public welfare, reduce crime rate, and protect human rights (Brantingham et al., 2017; Legrand & Bronitt, 2012). These agencies need to continuously participate in a series of administrative manoeuvres to fulfil social, economic, technological, demographic, and political demands to achieve these objectives. Consequently, the need to enhance service quality has risen in terms of productivity and efficiency (Brantingham et al., 2017; Legrand & Bronitt, 2012). Such challenges have put these agencies under pressure to adopt appropriate and modern approaches to improve their performance and meet the expectations of the citizens or residents as the case may be (Warner, 2019; Ahuja & Khamba, 2008). Thus, employing TQM, leadership, and innovation could help these agencies enhance their organisational performance and sustain a competitive edge. Considering the challenges



being faced by police around the globe, such as versatility and complexity of the functions, as well as limited transparency and public records (Asif, Shahzad, Awan & Akdogan, 2018), TQM application has been demonstrated to enhance organization's system quality (Iqbal & Asrar-ul-Haq, 2017; Madanat & Khasawneh, 2017; Mehralian et al., 2016; Patyal&Maddulety, 2015), and providing a basis of competitive advantage for organization (Ali, 2020; Sule et al., 2017; Haroon & Shariff, 2016).

A considerable number of studies (e.g., Alhassan & Yaakub, 2020; Sawaeen & Ali, 2020; Busu, 2019; Alweteed, 2018; Singh et al., 2018; Sule et al., 2017; O'Neill et al., 2016; Parvadavardini et al., 2016; Sinha et al., 2016; Abubakar & Mahmood, 2016; Al-Dhaafri, Al-Swidi, & Yusoff, 2016) revealed that TQM is positively and significantly related to organisational performance, whereas some studies (e.g., Akgün, Ince, Imamoglu, Keskin, & Kocoglu 2014; Corredor&Goñi, 2011; Demirbag et al., 2006) have reported an insignificant or negative association between TQM and performance of an organization. The contrast in the result of the aforementioned previous studies could be as a result of a diverse environment, the complexity of the personnel considered, demographic differences or other factors such as the organizational context of the study, measurement scale for the variables and the scope of the task being carried out by the employees of the study scope.

However, Hilman, Ali and Gorondutse (2017) and Sadikoglu and Olcay (2014) are of the view that different TQM dimensions or various performance indicators employed in the previous studies may be responsible for the incongruence or mixed findings of the relationship that exists between Total quality management (TQM) and organizational performance. In addition, the majority of the existing studies on total



quality management (TQM) and organizational performance focus on a large organization, especially in the developed context (Alhassan & Yaakub, 2020; Singh et al., 2018; Mahmud & Hilmi, 2014; Raju, Lonial & Crum, 2011; Wales, Gupta & Mousa, 2011). Moreover, the inconsistencies could be as a result of cultural context, since a country's cultural circumstances may have the ability to influence TQM activities in an organization (Ali, Hilman & Gorondutse, 2019; Kull & Wacker, 2010; Anwar & Jabnoun, 2006; Flynn & Saladin, 2006; Yoo, Rao, & Hong, 2006; Prasad & Tata, 2003; Lagrosen, 2002).

Besides, several frameworks for quality management, like TQM, rarely offer long term success to organizations. This is primarily due to the worrisome nature of the organizational culture (OC), wherein managers find it challenging to carry out their TQM operations (Kaluarachchi, 2010). In this regard, it is obvious that total quality management (TQM) serves as a forum for the service sector to showcase their organisational competencies and improve their performance. Notwithstanding, many institutions have still been uncomfortable and unsatisfied with the degree to which TQM has been aligned with continuous development in the effectiveness of their organization. Consequently, the current study does include not only organizational culture in the model but also use comprehensive unidimensional constructs of TQM to address the issue of diverse TQM dimensions and Balance Score Card (BSC) to measure organizational performance. Notably, BSC encapsulates the metrics for financial and non-financial performance and addresses problems that emerge in measurement systems established on historical performance, which could lead to inconsistent results (Mehralian et al., 2017; Sondakh et al., 2017). Besides, empirical studies investigating the relationship between TQM and performance in the context of





the service sector, particularly in developing countries, are lacking (Ghassan, Maelah, Amir & Farhan, 2019; Pambrenia, Khatibia, Azama and Thama, 2019). This research addresses this gap by investigating the relationship between TQM and organizational performance in police service sector.

Concerning leadership and organizational performance, quite a range of substantial research has been carried out to see if there is a relationship between them. For instance, extant studies (e.g., Rehman & Iqbal, 2020; Alrowwad & Abualoush, 2020; Le & Tran, 2020; Arif, 2018; Para-González et al., 2018; Subramony et al., 2018; Rashidi, 2018; Al Khajeh, 2018; Al-Damen, 2017; Orabi, 2016; Jyoti & Bhau, 2015; Lokhande&Karad, 2015; Sabella et al, 2014) have established that leadership influences organizational performance significantly and positively. However, there are a few literatures that have documented insignificant or negative interaction between leadership and organizational performance (e.g., Al Khajeh, 2018; Sofi & Devanadhen, 2015; Sadikoglu&Olcay, 2014; Mehmood et al., 2014; Burli et al., 2012; Talib et al., 2013; Kannan & Tan, 2005; Choi & Eboch, 1998). Thus, the relationship between leadership and organizational performance requires further investigation to untangle possible reasons for the inconsistencies in their findings, most especially in the context of the United Arab Emirates using Dubai Police as the case. Also, it has been debated that many of the leadership theories, which represents western cultures, might be irrelevant when tested in the context of some other cultures.

More so, comparison of leadership styles in a different context might not be so crucial because different employees or subordinates react and relate to different leadership styles diversely. Besides, quite a lot of studies (e.g., Rehman & Iqbal, 2020;





Khajeh, 2018; Bhargavi & Yaseen, 2016; Sofi & Devanadhen, 2015; Jyoti & Bhau, 2015; Longe, 2014) focus on specific leadership type such as, autocratic, transactional, charismatic, transformational, democratic, and bureaucratic with respect to organizational performance. Thus, rather than focusing on specific forms of leadership, the current study fills a gap in the literature by investigating transactional and transformational leadership. Furthermore, concentrating on specific types of leadership provides an incomplete picture of leadership.

Several studies have established a substantial relationship between leadership and organizational culture (Razmjooei et al., 2018; Elzahra, 2018; Pradhan, 2017; Atwell, 2017; Carter, 2016; Harwiki, 2016; Zehir et al., 2011; Liden et al., 2014; Zehir et al., 2011). Subsequently, the current study takes into consideration a wide-ranging approach to leadership with respect to organizational performance by integrating organizational culture into the relationship. That is so because few recent studies (e.g., Al Khajeh, 2018; Ariyawan & Suharto, 2018) have reported the fundamental function of organizational culture in leadership and performance of the organizational relationship.

As regards innovation, a positive and significant effect has been established between innovation and organizational performance in the extant empirical studies. (e.g., Adam et al., 2020; Gede Riana et al., 2020; Soomro et al., 2020; Naranjo-Valencia et al., 2016; Karabulut, 2015; Rosli&Sidek, 2013; Rosenbusch et al., 2011; Salim & Sulaiman, 2011; Stock & Zacharias, 2011; Weinzimmer, Michel & Franczak, 2011) and organizational culture (Buccieri et al., 2020; Wolf, 2020; Sefatian, 2016; Barbosa, 2014). To improve the quality of life of its citizens and users, public institutions have





implemented innovation. Innovation is important to public institutions in order to increase performance (Pihl-Thingvad & Klausen, 2016; Walker, 2008). However, research on the importance of innovation in achieving favourable results has been inconsistent. Several studies have found a link between innovation and performance, but the results are mixed, and no consensus has been achieved (Walker & Damanpour, 2009). However, unlike studies in the private sector, which have focused on the performance of product innovations, research in the public sector have focused on the impact of service innovations. This, therefore, suggests that studies showing a positive association between innovation and organisation performance have mixed findings, and no agreement was established. Consequently, unlike private-sector inquiries, where the attention was on the output of product developments, public sector studies such as Dubai Police focused on the effect of service innovations within the organisation.



Hence, there is a need for the Dubai Police to adopt or adapt innovative strategies in enhancing their service delivery to the citizens and the communities at large. This is because innovation is a vital driver for success in providing service quality, enhances operations and has been perceived as a driving strategy to develop and build new initiatives, implement new ideas to operational processes and generate creativity for the betterment of competitive advantage. Therefore, more studies need to be conducted on such a relationship, particularly in developing economies where studies relating to the function of innovation and organizational performance are very limited, especially in policing organisations. Hence, investigating the effect of innovation on organizational performance and through the mediation of organizational culture is another contribution to the study to the existing body of knowledge.



From theoretical point of view, a number of studies have relied solely on Resource Based View (RBV) theory to explain the relationships between TQM, leadership, innovation, and organizational performance (Hilman, Ali, & Gorondutse, 2019). Due to the complexities of performance, this study employs both innovation and RBV theories. As a result, relying on one or a few theoretical perspectives to explain how improved performance can be achieved is not enough.

In summary, the present study has been designed to fill the gaps mentioned above by conducting an empirical research on the effect of TQM, leadership, and innovation on organizational culture and consequently on organizational performance of Dubai Police and the mediating role of organizational culture in the relationships. Currently, to the best of the researcher knowledge and the quantum of literature that was reviewed. There has been a dearth or no study, which had been conducted on the role of organizational culture as the mediating factor on the relationships that exist between these predictors and organizational performance of Dubai Police. Similarly, much study has not been geared towards the effects of TQM, leadership, and innovation simultaneously on organizational culture and performance of Dubai Police based on the currently available literature. Based on this, the following research objectives are highlighted below.

1.4 Objectives of the Study

The general objective of the current study is to examine the direct effect of Total Quality Management (TQM), leadership, and innovation on Organizational culture (OC) and



consequently on Organizational Performance (OP), with the mediating effect/influence of organizational culture (OC) in the relationship between organizational performance (OP) and its antecedents. The specific objectives of the research are:

1. To determine whether TQM enhances organizational performance.
2. To examine the influence of leadership on organizational performance.
3. To examine the influence of innovation on organizational performance
4. To examine the effect of TQM on organizational culture.
5. To examine the influence of leadership on organizational culture.
6. To determine the influence of innovation on organizational culture.
7. To evaluate the influence of organizational culture on organizational performance.
8. To determine whether organizational culture mediates the relationship between TQM and organizational performance.
9. To determine the mediating role of organizational culture on the relationship between leadership and organizational performance.
10. To examine the mediating effect of organizational culture on the relationship between innovation and organizational performance.

1.5 Research Question

Centred on the research problem, this study aims to investigate the relationships between Total Quality Management, leadership, innovation, Organizational Culture (OC), and Organizational Performance (OP). In general, the purpose of the study is to address the following questions:



1. What effect does TQM have on organizational culture?
2. Does leadership have effect on organizational culture?
3. Does innovation have any influence on organizational culture?
4. Does TQM have effect on organizational performance?
5. Does leadership have effect on organizational performance?
6. Does innovation have effect on organizational performance?
7. Does organizational culture have effect on organizational performance?
8. Are TQM and organizational performance relationship mediated by organizational culture?
9. Do leadership and organizational performance relationship mediate by organizational culture?
10. Is the relationship between innovation and organizational performance mediated by organizational culture?

1.6 Research Hypotheses

Based on the aforementioned research objectives and research questions, the following hypotheses were formulated in order to establish the relationship between the research variables.

H1: TQM has a positive and significant effect on organizational performance.

H2: Leadership has a positive and significant effect on organizational performance.

H3: Innovation has a positive and significant effect on organizational performance.

H4: Total quality management has a positive and significant effect on organizational culture.



H5: Leadership has a positive and significant effect on organizational culture.

H6: Innovation has a positive and significant effect on organizational culture.

H7: Organizational culture has a positive and significant effect on organizational performance.

H8: Organizational culture mediates the relationship between total quality management and organizational performance.

H9: Organizational culture mediates the relationship between leadership and organizational performance.

H10: Organizational culture mediates the relationship between innovation and organizational performance.



Researchers in strategic management are generally meant to develop theories that organizations can utilize to put up strategies that are capable of enhancing high performance (Barney, 1986). One of the most common theories that integrate heterogeneous valuable organizational resources as the predictors of performance is the RBV of the organizations (Barney, 1991). It was also claimed by Prahalad et al. (1997) that the organisation's ability could enhance the output of the available resource and assist in the successful utilization of resources. Nonetheless, despite the relevance of the RBV in elucidating how organizations can make use of existing resources to conceive and implement valuable strategy that can serve as foundation for sustained performance (Teece et al., 1997; Barney, 1991). The method does not explicate why



and how some organizations perform more than others, especially in a heterogeneous culture and rapidly changing environment (Ali, 2017; Eisenhardt & Martin, 2000).

Thus, organization culture (OC) is introduced in the model to augment the organisations' resources in determining the basis of higher organizational performance. As previously explained in this chapter, the utilization of immovable heterogeneous valuable, rare, inimitable, and non-substitutable assets to achieve a competitive advantage, which will be difficult to replicate by current or potential competitors, is the whole idea of RBV theory (Barney, 1991). Thus, the sources of these resources could be from unique cultural or historical values, employees or social complexity, or a combination of all. From another angle, the knowledge-based organizations integrate specialized knowledge assets, and these knowledge resources are usually difficult to emulate as they reside within specialized individuals. Hence, such heterogeneous knowledge resources and capabilities they generate are the sources of performance (Grant, 1994).

More importantly, the innovation in the service sector demands the integration of several expert knowledge associated with the delivery system (Leonard-Barton, 1992). As argued by Teece et al. (1997), both knowledge and non-knowledge assets determine performance, but these resources are often not enough to support a significant performance in rapidly changing environments. Hence, cultural integration becomes requisite in this context to understand how and why both knowledge and non-knowledge assets will bring about superior performance. Consequently, the current study relies on RBV and innovation theories to test the hypothesized relationships that have been developed in line with the aforementioned research questions. Figure 2

diagrammatically represents such relationships. Precisely, as shown in this figure, the current study aims to examine the empirical relationship between total quality management (TQM), leadership and innovation and police performance through the mediating role of organizational culture in the model.

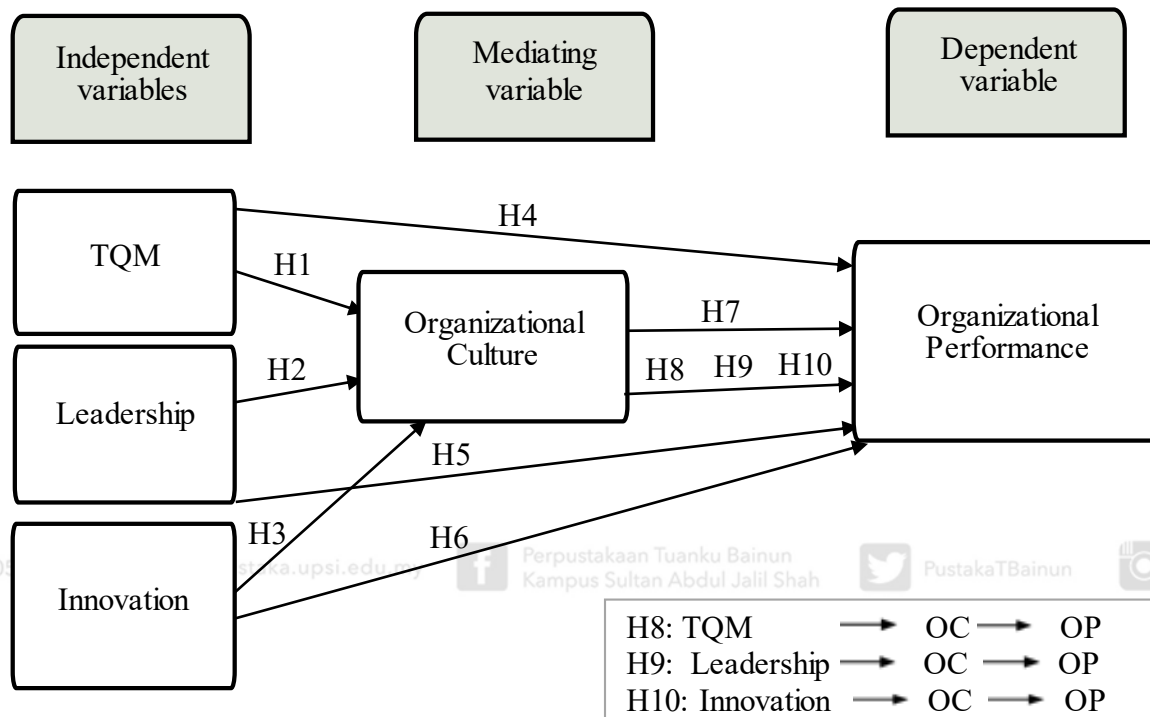


Figure 1.5. Research Framework

1.8 Importance of the Study

The current study aims to investigate the impact of TQM, leadership, and innovation on organizational performance of Dubai Police and further evaluate the mediating role of organizational culture (OC). The study contributes immeasurably to the body of knowledge in a number of ways. In the first place, previous studies (e.g., Le & Tran,



2020; Adam et al., 2020; Busu, 2019; Arif, 2018; Para-González et al., 2018; Singh et al., 2018) on TQM, innovation, leadership, and their effect on organizational performance have been carried out either with one or two of the predictors. More so, few considerations are drawn towards evaluating organizational culture as the mediator of the relationship. However, studies (e.g., Rehman, Bhatti & Chaudhry, 2019) have only included innovative culture in examining leadership and organizational performance relationships. Apart from that, innovative culture is only a part of an organization; thus, it cannot stand for organizational culture.

In addition, Hilman et al. (2019) investigated the relationship between TQM and organization performance with the mediating role of organizational culture. However, their study failed to consider other predictors of the current study. Accordingly, the present study incorporates organizational culture (OC) as the underlying mechanism (mediator) to better explain how and why TQM, leadership, and innovation influence organizational performance. Based on its empirical findings, the current study has provided several knowledge inclusions to existing literature, particularly in the literature with respect to TQM, leadership, innovation, OC, and performance. Besides, the current study further contributed to the existing knowledge by revalidating the RBV proposition that such resources or assets (TQM, leadership, innovation, and culture) are the sources of organizational performance and adding empirical evidence on its domain generally. In addition, the current study provides a typical explication and employment of innovation theory as means of having a competitive advantage and further improves performance in the policing service.



Moreover, there are inadequate studies on TQM and innovation as predictors of performance in the African context and developing economies (Addae-Korankye, 2013; Ali, 2017 Shanker, Bhanugopan, van der Heijden & Farrell, 2017), conducting the present study on the effects of TQM and innovation on organizational performance of Dubai Police in UAE context on the premise of RBV will address this gap. As such, the present study will provide indications that organizational performance can be achieved when combining the independent variables (TQM, leadership and innovation, organizational culture). Specifically, the present study has gone further in enriching RBV theory and its applications across borders. Moreover, the current study will provide a new conceptual structure specifying the mutual influence of TQM, leadership and innovation on organizational performance and the mediating role of organizational culture under certain organizational culture, which has never been considered before.

Practically, the findings of the current study will be useful for managers, field practitioners, and decision-makers to strengthen their organisation's performance. In addition, this study can increase the awareness of Dubai police leaders about what capabilities and competencies they have that can help for more development and improvement. Furthermore, this study model can be adopted and followed by public organisations or police departments in the UAE or any country. Moreover, even private firms can also take advantage of this study to enhance their performance.

Ultimately, this research can be used as a base for creating certain policies and regulations by the government of UAE in practising and applying the model of this study to enhance the development, growth, and performance of their service organizations. Furthermore, the current research will also be useful in explicating how

the UAE government can employ TQM, leadership and innovation as resources and its diverse culture in boosting their performance at public and private organizations. Lastly, the outcome of this study will also pave the path for achieving UAE vision 2021, in being among the best nations in the world.

1.9 Operational Definition

Organizational Performance

Organizational performance in this context is operationalized as the police ability to effectively fulfil its mandate such as attending to emergency situations, reducing crime rate, safeguarding the citizens' lives and property among others. In this study, performance is measured by non-financial indicators since Dubai police force is non-profit making organization.

Total Quality Management (TQM)

TQM is defined in this context as a management philosophy designed to continuously enhance the operational quality of police services by focusing on meeting or exceeding people's expectations to achieve operational excellence (Al-Dhaafir & Al-Swidi, 2016).

Leadership

Leadership is defined as the utilization of authority and reinforcement to inspire followers to achieve common goals that lead to the attainment of security and survival needs and status aspirations (Dailey, 2012).

Innovation

Innovation is operationalized in this context as the process involved in creating novel ideas or discovering new opportunities as well as finding new solutions to a particular problem. This has to do with experimentation and creativity that improve services or technological processes of police (Wang, Yen, Hong, & Tsai, 2001).

Organizational culture

Organizational culture is operationalized as a system of sharing core principles and values that pass through the police officers of an organization and have proven to be effective in creating organizational sustainability (Schein, 2017).

1.10 Summary

The present chapter generally introduces the whole idea and the motive of carrying out the current study. Specifically, the chapter comprises eight major sections, including the study background, problem statement, research objectives and research questions,



the study scope and significance, operational definitions, and finally, a summary of the chapter. The next chapter deals with literature review.

